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The Cambridge Institute for Applied Research, Inc.

Cambridge, Massachusetts

Public Release
Attachment (3)
to ER 74-6575

Respond To: Darryl Vernon Poole
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26 SEPTEMBER 1974

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[Redacted]

Intelligence Community
Office of the Director of Central Intelligence
Washington, D. C. 20505

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Dear [Redacted]

I have just put down the recent issue of TIME with its cover story, "The CIA". In addition, I have followed with great interest the public disclosures and discussions surrounding the former CIA activities under the past administration. I note with a particular personal satisfaction Director Colby's statement, "There's nothing wrong with accountability".

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Moreover, [Redacted] I recall your words during our initial discussions, "I am not even sure if we want to be doing what the mission has been in the past. The Director has said we must become accountable; and we must!"

The public still, as yet, sees the mechanations of American journalism before it asks itself, "Why, now, has this information concerning Intelligence begun to surface?"

Between you and I, I am seeing the struggle and effort begun long months ago to redirect the only functional international research agency in the government.

While Director Colby will undoubtedly see both positive and negative sides of the public press and the costs of initial exposure; neither he nor you and your associates will be appreciated for having the tenacity to attempt the change of an enormous and politically complex mechanism.

Indeed, having served as a brief cog in the effort to define the range of change has produced multiple reactions back in the private line. Many of my former associates reject completely my association. Indeed the rejection was surprisingly formidable and intensely discouraging. The process of Accountability is made more difficult by not being able to fully explain what one sees and in what evaluations participated. I do not envy the position of Director of Central Intelligence and the effort required to present an Accountable picture to an unknowledgeable audience.

With the now outdated and highly limited observations I had, the limited view of even the TIME article simply reinforces the difficulties involved in managing the unmanageable.

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Dr. JMC
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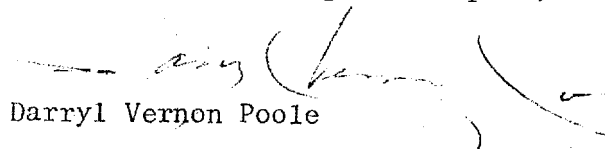
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And even in the pursuit of Accountability, we ultimately do what we each feel we must. All-in-all, including experiences within the proximity of the Intelligence System as well as reactions of colleagues external to such an experience, I should proceed to do it all over again. The intrinsic rewards are difficult to define other than faith in the total Quality of the end product.

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Please convey my best regards to others of the staff and the Director and the General. As always I remain,

Sincerely and with great respect,


Darryl Vernon Poole

managing director & senior: C.I.A.R., Inc.
affl/THE POOLE ORGANIZATION

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